

EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON JOB SEEKER
ATTRACTION

**Effect of Corporate Social Responsibility Information In Recruitment
Advertisements on Job Seeker Attraction**

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By

Alexandra Batt

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Research Supervisors:

Dr. Chris Burt, University of Canterbury

Dr. Joana Kuntz, University of Canterbury

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Abstract

Organisations face the challenge of recruiting employees in an increasingly competitive job market. If organisations use corporate social responsibility (CSR) information in job advertisements, they may enhance job seekers' perceptions about the organisation. In turn, this will increase the company's competitiveness in attracting potential employees. The aim of this study was to examine the effect of CSR information on job seekers' perceptions of job advertisements. A within-subjects repeated measures experimental design was employed to test four hypotheses: that including CSR information in job advertisements increases organisational attractiveness, job pursuit intentions, willingness to relocate, *and* perceptions of organisational reputation. The two conditions created for the advertisements were neutral (control) and inclusion of CSR information. Participants ($n = 62$) were University of Canterbury students studying management or marketing. Participants examined two job advertisements (one from each condition) and then answered identical questions related to the dependent variables and demographic questions. Results show that inclusion of CSR information in a recruitment advertisement did not increase ratings for job pursuit intentions. However, statistically significant results were reported for job seekers' ratings for organisational attractiveness, willingness to relocate and organisational reputation when CSR information is included in a recruitment advertisement. Potential outcomes of these findings include enhanced selection and recruitment outcomes for the organisation. However, when job pursuit intentions were considered by respondents' inclusion of CSR information did not make a statistically significant difference. Results are discussed in terms of implications, limitations and future research.

Effect of Social Corporate Responsibility Information in Recruitment Advertisements
on Job Seeker Attraction

Globalisation of business, technological advances, complexity and increased competition are among the many challenges faced by organisations in the twenty-first century work environment (Burke & Cooper, 2006). Previous success hinged on the development of economies of scale, process and product technology and industry attractiveness (Pfeffer, 1994). The value of an organisation no longer orientates around a physical product base but on an organisations knowledge base (Saa-Perez & Garci-Falcon, 2002). Beechler and Woodward (2009) stated that for organisations to maintain a competitive advantage they need to recognise the value of human and intellectual capital. It is the focus of this dissertation to examine one aspect of this, namely an underexamined practice of including corporate social responsibility (CSR) information in recruitment practices.

Human resource management (HRM) practices can provide competitive advantage to organisations. Competitive advantage can be achieved due to the limited capacity for HRM practices to be replicated in another organisation. HRM practices are designed to be unique to the specific organisational context (Pfeffer, 1998). Organisations are becoming increasingly aware of the value of attracting highly skilled employees (Greening & Turban, 2000; Greening, 1997; Pfeffer, 1994). Human talent is unique, limited and challenging to replace or imitate (Barney & Wright, 1998). It enables organisations to outperform others due to the unique nature of the organisational talent pool (Ployhart, 2006). Talent is of particular concern to modern organisations faced with challenges of labour shortages and increasing competition for applicants (Ployhart, 2006).

A survey conducted on business executives revealed a considerable number of respondents anticipated talent shortages. A top concern outlined by 23 percent of executives working in emerging markets and globally was the competition for talent (Deloitte, 2012). Of the executives surveyed, 83 percent believed their talent programmes needed significant improvement (which include recruitment and selection practices). Greening and Turban (2000) determined that forward thinking organisations have utilised their corporate social responsibility initiatives to promote themselves to potential job applicants via job advertisement material. These institutions include Microsoft, IBM and General Motors. Recently, academics and some organisational leaders have paid greater attention to the link between an organisation's capacity to carry out its social responsibilities and the numerous forms of competitive advantage these initiatives offer (Albinger & Freeman, 2000).

This introduction discusses competition amongst organisations for human talent, the need for effective recruitment practices in organisations, what CSR is, dimensions of CSR, CSR as motivation to join an organisation and how organisations can enhance this through job advertisements. Signalling theory, social identity theory and person-organisational fit are also considered within the study. The introduction concludes with hypotheses that are tested using a repeated measures experiment.

Value of Recruitment to the Organisation

Organisations are becoming increasingly devoted to the area of recruitment, as evidenced by recent literature reviews (including Breaugh & Starke, 2000; Cable & Turban, 2001; Highhouse & Hoffman, 2001; Rynes & Cable, 2003; Turban & Cable, 2003). The quality of the recruitment process can result in successful identification of potential employees with selected skill sets. Recruitment processes can influence the pool of candidate characteristics, including the size of the job applicant pool (Barber,

1998; Turban & Cable, 2003). Having a larger pool of applicants leads to greater source yield (ratio of the quantity of applicants to the quantity of hires) (Cascio & Aguinis, 2011). By having a large pool of applicants, the selection process can be more effective and financially viable (Ployhart, 2006).

Before the selection process can even begin, it is vital that the recruitment process emerge successfully; without this, the organisation's survival may become threatened (Taylor & Collins, 2000). One of the key goals of recruitment is to source human resources at a minimum cost to the organisation. At the same time, the quality and number of job applicants have to be balanced (Armstrong, 2006). Hence, it is worth placing extensive financial investment in the recruitment process on behalf of the organisation (Backhaus & Tikoo, 2004). It is also worth noting that certain characteristics of recruitment advertising can enhance the effectiveness of job advertisements in attracting job seekers to the organisation.

Potential job seekers consider job advertisements that contain larger amounts of information to be more credible (Allen, Van Scotter & Otondo, 2004) and attractive (Allen, Mahto & Otondo, 2007). Enhancing interest in a position is achievable through the inclusion of position specific information, which can assist applicants in determining person-organisation fit (Roberson, Collins & Oreg, 2005).

The inclusion of CSR information in recruitment material has been proposed as a means to attract a large applicant pool (Backhaus et al., 2002; Kim & Park, 2011; Lis, 2012; Turban & Greening, 1997). The inclusion of CSR information could be considered particularly necessary in the job advertisement stage (early stage of recruitment) as CSR information presents positive organisational information. This positive information can provide job seekers with the opportunity to gain a great deal of information about the organisation, portraying the organisation in a positive light.

It also differentiates the organisation from its competitors (Rynes, Bretz & Gerhart, 1991). Edelman (2008), a leading global public relations organisation, reported that job seekers and current employees are a valuable audience to receive CSR information. The inclusion of CSR information in recruitment advertisements is an untapped, inexpensive tool that has the potential to enhance organisations recruitment outcomes.

Corporate Social Responsibility

CSR is a widely debated topic within international and local forums (World Business for Sustainable Development, 1999). Many definitions of corporate social responsibility (CSR) have been provided over the years. Although no particular definition has been universally accepted (McWilliams, Siegel & Wright, 2006; Turker, 2009), one definition is widely accepted among research scholars (of for its simplicity). This definition is the use of corporate powers for responsible means and social involvement.

Perez and Bosque (2013) consider CSR to encompass concerns regarding business operations with respect to the environment and society. These concerns comprise organisational activities that are not legal obligations, but expectations held by society. Furthermore, Lunheim (2003) specifies the societal aspect of CSR to include community relations, public relations, employee relations (which includes organisational diversity policies) and corporate philanthropy. In a similar vein, Carroll (1999) defined CSR as an organisation's attention towards and implementation of, responsibilities related to legal, philanthropic, ethical and economic factors with the aim of completing them on behalf of various stakeholders. Overall, a lack of consensus exists with respect to the definition of CSR. Hence, the current study adopts the essence of all definitions of CSR previously described.

To this extent, it is important that the organisation focus on these other factors alongside profitable returns, instead of focusing solely on profitable returns as the only measure of organisational success. Organisational success should also include protecting the moral and ethical rights of the organisation's employees, consumers and community. Traditionally, organisational success has been measured in terms of financial gains or profits. Since the mid-1990s a new measure incorporating sustainability was developed by John Elkington (Elkington, 1994). This framework of performance incorporates three dimensions: financial, environmental and social. This measure has given rise to an increased recognition of CSR to numerous stakeholders. Stakeholders include organisations, employees and job seekers (Brine, Brown & Hackett, 2006).

Corporate social performance (CSP) is a concept developed to use as an indicator to assess a firm's ability to carry out CSR initiatives. It accounts for responsiveness of policies, programmes and processes, and firm configuration of principles and outcomes related to the organisation's social relationships (Wood, 1991). CSP comprises various dimensions including community relations (Berman, Wicks, Kotha & Jones, 1999), environmental, management, product development, diversity and employee relations (Waddock & Graves, 1997). In the Green Paper composed by the European Commission (2001b), CSP dimensions were clustered together based on whether they were internal or external. The internal dimension comprised human resource management processes, such as the capacity to manage natural resources and environmental impacts contributed by the organisation, health and safety and the management of the organisational work environment. External dimensions consisted of relationships with stakeholders (excluding employees),

human rights, environmental concerns (beyond those restricted to the organisation) and corporate governance structure.

CSR as Motive for Joining an Organisation

During the 1980s, job seekers would place limited emphasis on an organisation's social and environmental responsibilities (Cowe, 2002). Today, social and environmental issues have been brought to the attention of non-governmental organisations, special interest groups and governments. Requests to organisations from these groups have been linked to the need to respond and address these issues (Kotler & Lee, 2005). Publicised pressure and awareness of social and environmental issues have increased job seekers' awareness and interest in organisational initiatives (Cowe, 2002).

Significant accords call on organisations to take action in respect to social and environmental challenges. The United Nations (2015) Agenda 2030 lists 17 sustainable development goals and recognises that companies need to take action to meet these social and environmental goals (Ford, 2015). The 2015 Paris climate deal signalled the prominence of business leaders to curb investment in fossil fuel and move towards the enhancement of renewable energy use (Scott, 2015). The media attention to these and other accords may lead to a greater awareness by job seekers of these issues. Organisations who address these social and environmental issues are likely to be viewed in a positive light, increasing attraction to the organisation.

Due to an increased recognition of the value of CSR to organisational success, it is worth considering the use of CSR information on human resource practices, specifically recruitment. Academics have noted that labour shortages should be anticipated in the near future within some fields (Jackson & Schuler, 1990; Offermann & Gowing, 1990; Rynes, 1991). Perrin (2006) claimed that some reports

showed evidence that nearly half of current employees are searching for a job to at least a passive extent. Difficulty in sourcing talent is in part a result of tight labour markets, allowing applicants increased flexibility in the choice of employer. This is particularly prevalent within knowledge/information based professions (Ployhart, 2006).

Among 1,850 MBA graduate students completing a Net Impact 2008 survey, 88% of respondents believed that companies should be responsible for addressing environmental and social issues. Seventy-seven percent of respondents also consider these responsible actions to lead to profit gains over time by the organisation (Net Impact, 2009). Two years before this survey, findings from the Aspen Institute Center for Business Education (cited in Welsh, 2001) survey indicated a considerable increase in perceptions of organisations' responsibilities to environmental and social issues.

In 2006, only thirty-seven percent of graduates strongly agreed that businesses should take responsibility for addressing these issues (Welsh, 2007). The viewpoint of these graduates suggests that job seekers' interest in the accountability of organisations' to uphold socially responsible initiatives is becoming increasingly important. Both Australian and New Zealand organisations are adopting CSR programs, rating enhancement of public relations as one of the top three drivers for adopting initiatives. Increased success in recruiting top employees and gaining a competitive advantage are cited as positive outcomes in pursuing such programs (Manpower, 2009).

Khoo (cited in Zappala, 2004) states that in Australia, Shell recognised the need to introduce a community involvement programme. Shell aimed to retain and attract individuals who would take pride in the organisation. Shell have also

understood the value of community initiatives to job seekers, noting that many job applicants had previously looked up the organisations community initiatives before applying for a job in the organisation. Fletcher Building, New Zealand's top listed business, also recognises the importance of CSR initiatives (Kompass, 2016). Fletcher Building has a publicly available sustainability policy which lists aims and means to achieving its goals (Fletcher Building, 2015). Frequent reporting of outcomes is also carried out and is accessible to the job seekers and the public.

Based on a survey of UK employees (conducted by Dawkins, 2004), over half considered their organisations' environmental and social responsibilities to be highly significant. Following examination of the positive impacts of CSR and the recognition that recruitment is a valuable practice in human resource management, there is a likelihood that the inclusion of CSR in recruitment processes has the potential to increase job seekers' attraction to organisations.

Explaining Applicant Attraction to CSR Information

Signalling theory, social identity theory and person-organisation fit are selected to explain how job seekers perceive CSR information presented within recruitment advertisements. They explain how CSR information can function in recruitment, shedding light on why job seekers are attracted to these organisations over other organisations.

Signalling theory. Due to the considerable lack of information in the initial stages of the recruitment process (job advertisements), prospective applicants look for signals to gain information about the organisation. Signalling theory suggests that job seekers examine information about an organisation (such as recruitment advertisements) to make assumptions about the organisational environment (Ehrhart & Ziegert, 2005). Job seekers do this as a result of incomplete information examined

during the recruitment process, resulting in a formation of perceptions of prospective employers (Rynes, Bretz & Gerhart, 1991). In addition, they can signal organisational goals, commitments, and organisational values and norms (Greening & Turban, 2000). The inclusion of CSR information in recruitment advertisements may provide signals to the employee about organisational attributes such as working conditions (Breaugh, 1992; Rynes, 1991) via social (Albinger & Freeman, 2000) and environmental policies (Behrend, Baker & Thompson, 2009). Such CSR attributes and signals may result in the job seeker deeming the organisation as more attractive resulting in job pursuit intentions, a willingness to relocate and perceptions of organisational attractiveness.

Social identity theory. Social identity theory proposes that people tend to derive their identities from various social entities. Social identity is the feeling of oneness or belonging to a social group (in this case, a prospective organisation to work for) (Stets & Burke, 2000). The individual (potential employee) would also consider him/herself as a member of the organisation, experiencing the organisation's fate as his/her own (Ashforth & Kreiner, 1999). By defining identity through potential group membership, gains in self-esteem could be expected. The anticipated gain in self-esteem is particularly evident when the group is compared to organisations with a perceived lower level of quality (Stets & Burke, 2000). Therefore, a job seeker viewing CSR information may consider the organisation's fate as positive, further reflecting positively on their own fate and gained self-esteem. Based on social identity theory, principal motives for job seekers to identify with CSR information can be determined (Pratt, 1998). These motives extend to employees' need to position themselves within society (Tajfel, 1981), and a desire for self-enhancement through group membership within the organisation (Smidts, Pruyn & Van Riel, 2001).

Organisations can be an important enhancer of self-concept (Tajfel, 1982). Self-concept can be enhanced through organisational (group) success (Underwood, Bond & Baer, 2001). CSR information can signal organisational success, which in turn raises self-concept.

Based on this theory, Backhaus, Stone and Heiner (2002) suggest that for job seekers to receive self-enhancing benefits from a future employer, they should consider an organisation embracing CSR initiatives as a firm worthy of a job application. Enhanced organisational value may result from engagement in socially responsible actions, in addition to the association it brings to the individual (Greening & Turban, 2000). Therefore, increased organisational attractiveness and reputation (through CSR) would be likely indicators of the potential for self-enhancement through social identification with the category. The degree to which an individual would be willing to move to accept a job may also suggest the extent to which a job seeker wishes to associate and align with the organisation's identity. The extent to which individuals identify and invest their self-concept with the organisation is linked to how positively they view the organisation (Schneider, Hall & Nygren, 1971).

Person-organisation fit. Person-environment fit proposes that numerous types of fit exist which offer implications for various criteria (Polyhart, 2006). According to Kristof-Brown, Jansen, & Colbert (2002), the concept consists of three levels: person-organisation fit, person-group fit and person-job fit. Person-organisation fit is most heavily related to organisational criteria. Person-organisation fit represents the alignment between an organisation's culture and a prospective employee's values (Polyhart, 2006).

To date, a number of studies have linked job seekers' perceptions of organisational attractiveness with organisations to determine person-organisation fit

(Cable & Judge, 1994; Judge & Cable, 1997; Lievens, Decaesteker, Coetsier & Giernaert, 2001). Preferences for certain organisational characteristics include demographic similarities between the individual and the current employees of the organisation (Judge & Cable, 1997). Job seekers will also display a preference for employment within an organisation that aligns with their personality (Cable & Judge, 1996).

Recruitment advertisements have the capacity to affect job applicants' perceptions of person-organisation fit (Roberson, Collins & Oreg, 2005). The content of recruitment material can include information about organisational achievements, values and goals to strengthen perceived attractiveness of the organisation (Cheney, 1983), such as CSR information. CSR information can determine perceptions of an organisations ethical orientation and reputation for future job seekers (Coldwell, Billsberry, Meurs & Marsh, 2008). A job seeker is also more likely to assess an organisation as more favourable upon recognising that their personal values mirror the firm's social responsibilities (Finegan & Theriault, 1997).

Outcomes of CSR Perceptions

In this research, the variables of organisational attractiveness, job pursuit intentions, willingness to relocate and perceptions of organisational reputation represent the dependent measures. They are considered with respect to the examination of CSR information.

Organisational attractiveness. If CSR is manipulated in the recruitment process what are the likely variables that will be influenced? One possibility is organisational attractiveness, defined as a positive affect or attitude towards an organisation in which an individual wishes to initiate some form of relationship (Rynes, 1991; Turban, Forret & Hendrickson, 1998). It involves examining the

potential desirability of the organisation alongside the future relationship the job applicant would hold with the organisation (Barber, 1998). Rynes (1991) claims that both organisational and job attributes are key factors determining applicant attraction to a firm. Organisational attraction is associated with the initial stage of recruitment involving the creation of an applicant pool. As a result of the growing recognition of the importance of CSR to organisations, studies have begun to emerge about the link between CSR and organisational attractiveness (Lis, 2012).

Research suggests that organisations with higher levels of CSR are considered more attractive. The first empirical study on this link concerning employees was carried out by Turban and Greening (1997). Turban and Greening (1997; Greening & Turban, 2000) identified a positive relationship between firm attractiveness and CSR. Turban and Greening's (1997, 2000) findings were replicated by Albinger and Freeman (2000), showing that job seekers with extensive employment opportunities are also increasingly likely to consider CSR information attractive. This finding highlights the potential value and benefits CSR information can contribute to the successful sourcing of organisational talent. Wright, Ferris, Hiller and Kroll (1995) concluded that organisations with affirmative action programmes attracted top-quality applicants. Based on survey data collected amongst undergraduate business students, CSR information was considered valuable in the assessment of firms. Of the dimensions of CSP, community relations, diversity, product, environment and employee relations were most sought after (Backhaus, Stone & Heiner, 2002). Evans and Davis (2011) reported similar results, with low levels of corporate social performance resulting in low levels of organisational attractiveness.

Regarding organisational attractiveness, Aiman-Smith, Bauer and Cable (2001) utilised a policy capturing method to determine that recruits were more

attracted to organisations with high environmental ratings, followed by layoff policy and pay. Jones, Willness and Madey (2014) collected field data and determined that organisations considered to have strong community CSP were more attractive than those excluding it. Results from the longitudinal experiment by Jones, Willness and Madey (2014) indicate that corporate social performance has a causal effect on organisational attractiveness. To date, this study is the first to offer experimentally based evidence to suggest that this effect occurs. Therefore, this study will attempt to replicate this finding. Thus, hypothesis one asserts the following:

Hypothesis 1. Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence organisational attractiveness.

Job pursuit intentions. Another variable that may be influenced by manipulation of CSR in the recruitment process is job pursuit intentions (JPI). JPI involve an active effort and engagement on the part of the job applicant to learn more about the organisation, make contact with the organisation, attempt to secure an interview with the organisation and pursue employment (Aiman-Smith, Bauer & Cable, 2001). Recruitment is one of the key techniques for influencing job seekers' pursuit intentions (Rynes, 1991).

Aiman-Smith, Bauer and Cable (2001) call for greater attention to the differences between job pursuit intentions and organisational attractiveness. In the past, both have been considered closely related. However, their findings suggest that different factors predict them.

Backhaus, Stone and Heiner (2002) determined that at the stage of deciding to accept a job offer, CSP related information was more meaningful than at other stages in the recruitment process. Behrend, Baker and Thompson (2009) and Bauer and Aiman-Smith (1996) discovered that an applicant's job pursuit intentions can be

linked with the organisation's environmental stance. Furthermore, an organisation's corporate social performance has been associated with an increased likelihood of a prospective applicant's decision to pursue a job opportunity (Turban & Greening, 1996). The decision to interview and accept a job offer is also linked to CSP (Greening & Turban, 2000). Based on this, the second hypothesis is:

Hypothesis 2: Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence job pursuit intentions.

Willingness to relocate. The third variable that may be altered by manipulation of CSR in the recruitment process is a willingness to relocate. Relocation of employees can contribute to upholding staffing levels, enhance the development of organisational knowledge and reduce layoffs (Pinder, 1989). Willingness to relocate has been identified as the primary predictor determining the decision to accept or reject a job transfer (Gould & Penley, 1985). Landau, Shamir and Arthur (1992) identified two factors resulting in managerial and professional employees' willingness to relocate. The strongest predictors of willingness to relocate were to remain employed and to develop one's career.

Based on a literature review by Gould and Penley (1985) other variables related to an individual's willingness to relocate include geographical location, duration of time in a job, age, job involvement, wages, partner's employment status and family situation. Willingness to relocate positively associated with length of time in a position, dual career status and high salary. Rottenberg (1956) also identified that pay was linked to relocation, confirming that if the salary is not considered high enough, the applicant will decline the relocation opportunity. Brett and Werbel (1980) determined that younger employees were more likely to accept a transfer than older employees.

An employee's felt affiliation with the organisation was also a predictor of willingness (Patchen, 1965). The closer an employee identified with their organisation the more open they were to relocation in the future (Brett & Werbel, 1980). Social identity theory may contribute to the link between the inclusion of CSR material in job advertisements and a willingness to relocate for an organisation. Organisations have the capacity to offer potential employees the opportunity to enhance their self-concept (Tajifel, 1982). Job seekers' willingness to relocate may be linked to the desire to become a member of the organisational group, enhancing and defining the potential employee's identity (Stets & Burke, 2000). Social identification with the group can also create a perception of belongingness and oneness with the organisation (Ashforth & Mael, 1989). The sense of belongingness which the job seeker may anticipate (following the viewing of CSR information) may counteract the risk of relocating. Movement from one city to another has the potential to equate to a loss of a previous sense of belonging. CSR information may counteract this loss, implying that the organisation seeking an employee would also provide this feeling of belonging.

Signalling theory may contribute to job seekers' understanding of the organisation (Rynes, 1991). Signals gained through the inclusion of CSR information in recruitment advertisements can contribute to job seekers' ability to assess person-organisation fit between themselves and the organisation. Based on person-organisation fit theory, organisational identification can also be strengthened through alignment of values, goals and organisational achievements (Cheney, 1983). Organisational information can be gained through the inclusion of CSR information in job advertisements. This information can aid in determining alignment with the organisation, resulting in decisions about the sacrifices the job seeker would make in

order to work for the organisation. These sacrifices are suggestive of willingness to relocate. To date, there is a paucity of research on the link between corporate social responsibility and willingness to relocate. In order to address this dearth, the following hypothesis was tested:

Hypothesis 3: Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence job seekers' willingness to relocate.

Organisational reputation. Perceived organisational reputation is the last variable that may be influenced by manipulation of CSR in the recruitment process. Reputation allows prospective employees an opportunity to assess and compare signals between firms. Such signals include an organisation's jobs and strategies (Fombrun & Shanley, 1990). Reputation is related to aspects including firm size, advertising expenditure and financial performance (Cable & Graham, 2000). Spence (1974) considers reputation to signal fundamental organisational characteristics found to enhance an employee's social status. An organisation's reputation is related to an increased attraction of quality applicants (Cable & Turban, 2001; Fombrun, 1996; Fombrun & Shanley, 1990).

Dutton and Jackson (1987) determined that organisations who had a poor reputation were disadvantaged, while well-reputed organisations within their industry gained a competitive advantage. Fombrun and Shanley (1990), Caves and Porter (1977), and Weigelt and Camerer (1988) came to similar conclusions, stating that organisations receiving higher perceptions of reputational status based on public's judgements within their industry were significantly likely to gain a competitive advantage. Fombrun (1996) attributed a firm's development of reputation as an intangible form of wealth or reputational capital.

Can organisations enhance their reputation? Kaplan Financial Knowledge Bank (2012) emphasised that organisations can indeed strengthen their reputation for the long term by identifying and aligning core values held by the organisation with those of society. Reputation development may be achieved through visibility of CSR information in material about the organisation (such as recruitment advertisements). CSR information can be tailored to align with organisational values. Former *Campbell Soup* president noted the importance of organisational reputation, particularly with its effect on employees' pride toward the organisation (Greening & Turban, 2000). Alexander and Bucholtz (1978) alluded to organisations investing in a positive reputation through socially responsible initiatives. A drop in stakeholders' perceptions of firms' corporate responsibility efforts can threaten the reputation of the organisation. Fombrun and Shanley (1990), and Fombrun (1996) furthered this argument stating that the most responsive firms to both internal and external stakeholders (including employees, customers and community) are likely to develop a positive reputation.

Organisational reputation can be considered another attribute of a job alongside pay and work content. Reputation perceptions may also affect the degree to which a prospective employee recalls job advertisement material (Cable & Turban, 2003). In a study examining larger global firms, a company's reputation was considerably enhanced as a result of organisational CSR initiatives. The initiatives were related to the CSR environmental dimension of CSP (Behrend, Baker & Thompson, 2009).

Gatewood, Gowan and Lautenschlager (1993) examined the relationship between *Fortune* ratings (to date, the best source of organisational reputation) (Fombrun & Shanley, 1990) and job seekers' perceptions of organisations'

reputations. Although this link yielded insignificant results, further examination of this relationship is encouraged, due to the small sample size (26 participants). Using the database of company profiles (by Kinder, Lydenberg, Domini, & Co.), it was determined that firms with high levels of CSR were associated with positive reputations (Turban & Greening, 1996). Cable and Turban (2003) conducted a between-subjects experimental design using juniors, seniors and sophomores. Organisations with positive reputations influenced applicant behaviour to a greater extent, with an increased quantity of applicants. Applicants with high and low ability were both likely to consider the organisation based on reputation. Based on these findings, the following hypothesis was put forward:

Hypothesis 4: Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence job seekers' perceptions of organisational reputation.

Method

Design

A repeated-measures, within-subjects design was used to test the main hypotheses. Job advertisements were created for two experimental conditions. The two conditions were neutral (control) and the inclusion of CSR information. Each participant viewed both conditions and then, for each, responded to the scales measuring the four dependent variables (i.e., applicant attraction, job pursuit intentions, organisational reputation (prestige) and willingness to relocate). A 7-point Likert scale (1 = *strongly disagree* and 7 = *strongly agree*) was used to rate each item that comprised the dependent variable scales. A repeated-measure design was carried out to control for within-subject variables, such as age, gender and past work experience. To prevent order effects, the order of the condition (inclusion of CSR

information and exclusion of CSR information) and the four dependent measures (i.e., the page containing dependent variables) was varied.

Sampling

The initial recruitment of participants involved first selecting possible Marketing and Management courses from *University of Canterbury* courses. Criteria for selecting possible courses and lecturers included the course having to run during the second semester and classes being two-hours long. Participants from 300 level courses were also selected due to the increased likelihood that they could be job seekers within the next year (unlike students from lower level courses). Three hundred level courses were also selected due to the larger frequency of courses on offer at that level (in comparison to 100 and 200 level). Two-hour lectures were also more common at this level. These factors were considered to increase the likelihood that participants would be sourced for the study with minimal interference with the lecture (in comparison to the one-hour lecture timeslot) and to extend the pool of courses and lecturers to approach. Courses were identified via the University of Canterbury course information website <http://www.canterbury.ac.nz/future-students/qualifications-and-courses/>. The code for the subjects was typed in (MKTG and MGMT), which allowed possible courses to be identified, and lecturers contacted via email.

Lecturers were approached via email to discuss the possibility of conducting the experiment with their students during a class (at the lecturer's convenience). Initial email communication to identified lecturers included introducing myself as Alex, a student studying a Master of Science in Applied Psychology and completing my dissertation on recruitment advertising. It was also stated that this study was approved by the University of Canterbury Human Ethics Committee. This was

followed by a request for the study to be conducted with a proposed date (but with some flexibility on this date). Finally, the email included information about what the experiment would involve. Information included total time taken for distribution of materials, instructions, completion of the experimental material and reimbursement (20-25 minutes in total including 10-15 for the study). Lecturers were also told that there was no obligation for them to provide course time for this. A script that detailed the instructions to be read out to potential participants was attached to the email (see Appendix A). Further communication involved organising a preferred date and time during a lecture as well as the location.

Participants

In total, 65 participants were recruited to complete the experiment. The participants were from 300 level marketing and management courses at the *University of Canterbury*, New Zealand. Participants were recruited from the following courses: Marketing 301 ($n = 21$), Management 303 ($n = 26$) and Management 332 ($n = 18$). Criteria for involvement included the following (1) that participants intended to complete their degree in the year they completed the experiment, and (2) immediately after graduation, intend to seek employment in that area. Participation was voluntary, and a \$10 *Westfield* voucher was provided as compensation for participant's time.

Participants were given a consent and information sheet (see Appendix B). The study was approved by the *University of Canterbury Human Ethics Committee* (stated in the information sheet). Both forms stated that participants could withdraw from the study at any time. The information sheet also stated that confidentiality and anonymity would be ensured. Experimental material did not include the participant's name, limiting access to data by supervisors and the researcher. The information sheet

also stated that data was stored on a password protected computer for five years (after which data time would be destroyed).

Materials and Measures

Experimental material (viewable in Appendices B to F) was distributed as hard copies. It included the job advertisements, followed by scales measuring the dependent variables, followed by demographic questions.

Newspaper Advertisement. Newspaper job advertisements were created using Microsoft Word (see Appendix C and D) and then typed job information was transferred into Photoshop. The advertisement template was based on job advertisements from *The Press* newspaper careers section. The template was designed to portray an advertisement that had been ripped out of a newspaper and placed onto a dark background. This effect was achieved using varied borderline sizes and having partial text from other advertisements that could be seen on the peripheral of the target advertisement. These attempts to ensure the advertisement looked like an authentic newspaper job advertisement were to enhance the ecological validity of the study.

Two advertisements were included in the experimental material provided to participants. One included CSR information while the other remained neutral. Participants recruited from the marketing course (see Appendix C) viewed advertisements that were slightly different to those viewed by students from the management courses (see Appendix D). This reflected the difference in job type applied for by this group of participants.

Each recruitment advertisement included information related to the organisation and its history (see the first paragraph of each advertisement in Appendix C and D for details). This information mirrored the types of information provided on

Seek by organisations for graduate programmes throughout May 2015 (Seek, 2015a). (*Seek* is New Zealand's top online job vacancy site (Seek, 2015b)). The advertisements received by marketing and management students differed in terms of the fictitious organisations names, meaning marketing students (who completed the experiment during a *marketing* class) viewed advertisements that determined the organisation as a "...leading market research firm", and management students (who completed the experiment during a *management* class) viewed advertisements describing the organisation as a "leading human resource management firm".

Information specifically related to the vacant role was stated in the third paragraph (see Appendix C and D). Job advertisement information was specifically tailored to the two groups of participants (marketing or management students). It indicated that they needed to be fully qualified, with a major in either 'marketing' or 'human resource management'. This wording was determined based on whether they were completing the course during a marketing or management class. The positions were based in Auckland, and this information was included due to the inclusion of a dependent variable measuring the students' willingness to relocate. Rather than describing role responsibilities (which would vary considerably between marketing and managing students), the statement "Responsibilities are commensurate with a graduate entry level position" was included instead. The advertisements stated that a competitive graduate salary would be provided, but avoided inclusion of a particular income figure to keep the marketing and human resource management advertisements as consistent as possible. Skills were listed for the position. In order to tailor the advertisements directly to the two participant groups, the skills required were listed for the position based on the skills each type of graduate would be expected to gain through their studies. Skills were identifiable on the university website at

<http://www.canterbury.ac.nz/careers/subjects/marketing.shtml> and <http://www.canterbury.ac.nz/careers/subjects/mgmt.shtml>. Perks of employment with the organisation (stated in paragraph four) were in line with benefits offered by New Zealand graduate programmes, as evident on *Seek* and *University of Canterbury Career Hub*.

Names for the fictitious organisations were selected from New Zealand's most common surnames from 2013 (obtained from the Department of Internal Affairs (2015) website). The top six most common surnames were assigned a number and inputted into an online research randomizer (Urbaniak & Plous, 2015). Research randomizer is a website that selects a number at random based on the range of numbers entered by the researcher. The randomizer created a combination of two surnames. Surname combinations were typed into 'one check'. 'One Check is a Ministry of Business, Innovation and Employment (2015) search engine that identifies if a business name already exists in New Zealand. Names identified from 'one check' that already matched an existing company name were discarded, with the randomizer providing further input for identifying possible organisational names that did not already exist. The use of common New Zealand surnames was intended to reduce biases between the different organisations. CSR and neutral fictitious organisations had different organisational names.

Names of fictitious recruiters responsible for obtaining applicants for the position needed to be different to ensure the advertisements looked realistic. To ensure that the advertisements have minimal extraneous impact, every attempt was made to develop the differential content to avoid the effect. In this regard, the names Lisa and Sarah were selected because they consistently remained in the top six most popular female names during 1974 to 1984. These years coincide with the most

common peak ages for human resource professionals in New Zealand (at 30-34, followed by 35-39-year olds) (McPherson, 2009). While marketing was mostly dominated by the 25-29 age bracket, 30-34 and 35-39 were respectively the next most dominant. These years coincide with the most common peak age for human resource professionals hence their inclusion in advertisements related to both human resource management and marketing courses. Surnames were selected from the same top ten most common surnames (sourced from the Department of Internal Affairs, 2014). These names excluded those previously used for the fictitious organisations.

A date for curriculum vitae to be sent to the fictitious recruiter was stated in the advertisement (see the last paragraph of advertisements in Appendix C and D). The date was selected to ensure that the time taken to recruit participants would be viable, providing ample time for hypothetical curriculum vitae to be sent. The email addresses of recruiters were consistent across advertisements, including both their first and last name, coupled with initials of the organisation's name and ".co.nz". Phone numbers for each organisation had an Auckland area code "09", ensuring consistency across advertisements, whilst reinforcing to applicants that the position is Auckland based. The phone number digits were produced using randomizer.

Experimental Manipulation. To create the two experimental conditions corporate social responsibility information was included in one of the two job advertisements presented to each participant whilst the other job advertisement excluded corporate social responsibility information. Within the advertisement with corporate social responsibility information, eight items concerning CSR were outlined (in the second paragraph of advertisement 1, Appendix C and D). These eight items originated from Turker's (2009) CSR scale. Items were from Turker's finalised items. Items included CSR information related to the environment, sustainability (future

generations), society and NGOs. Superficial changes were made to relevant items, these are italicised below. These items were related to society (“Our company contributes to campaigns and projects that promote the well-being of the society” and “Our company emphasises the importance of ~~our~~ *its* social responsibilities to *the* society”), natural environment (“Our company participates in activities which aim to protect and improve the quality of the natural environment” and “Our company implements special programs to minimise its negative impact on the natural environment”), future generations (“Our company makes investments to create a better life for future generations” and “Our company targets sustainable growth which considers future generations”) and NGOs (“Our company supports nongovernmental organisations working in problematic areas” and “Our company encourages ~~its~~ employees to participate in voluntary activities”).

Dependent Variables

Organisational attractiveness. Organisational attractiveness was measured using five items cited in Aiman-Smith, Bauer and Cable (2001), initially developed by Bauer and Aiman-Smith (1996). Example items include “This would be a good company to work for” and “I would want a company like this in my community”. A seven-point Likert scale with 1 = *strongly disagree* to 7 = *strongly agree* developed by Aiman-Smith, Bauer and Cable (2001) was employed in this study. Item ratings were combined and divided by the number of scale items to determine an organisational attractiveness scale score. Aiman-Smith, Bauer and Cable (2001) reported a coefficient alpha of 0.98. The present study obtained a coefficient alpha of .86 for the CSR condition and .89 for the neutral condition. A larger scale score indicated greater organisational attractiveness.

Job pursuit intentions. Job pursuit intentions were assessed using five of six items from the scale in Aiman-Smith, Bauer and Cable (2001). The item “I would actively pursue obtaining a position with this company” was excluded from this study. Examples of items included were “I would accept a job offer from this company” and “I would attempt to gain an interview with this company”. A seven-point Likert rating scale with 1 = *strongly disagree* to 7 = *strongly agree* was employed. The job pursuit intention score was determined by adding item ratings together and dividing them by the number of scale items. A higher scale score indicated greater job pursuit intentions. Aiman-Smith, Bauer and Cable (2001) reported a coefficient alpha of 0.91. A coefficient alpha of .72 was originally determined for the CSR condition. With the removal of item two (“I would request more information about this company”) from the scale, the coefficient alpha increased to 0.8 in the CSR condition and to 0.89 in the neutral condition. Therefore, item two was deleted.

Willingness to relocate. Two items were developed to measure willingness to relocate. A seven-point Likert scale with anchors of 1 (*strongly disagree*) to 7 (*strongly agree*) was utilised for the study. Subsequent to the study, examination of the items indicated that they were essentially opposites. Therefore, analysis of willingness to relocate measure utilised just one item “If offered this job I would move”. Given the measure comprised only one item, it would be inappropriate to examine coefficient alpha. The score for the willingness to relocate item was the rating given.

Organisational reputation. Organisational prestige items were derived from Highhouse, Lievens and Sinar (2003). Behrend, Baker and Thompson (2009) utilised these items to assess reputation. Highhouse, Lievens, and Sinar (2003) rated items from 1 = *strongly disagree* to 5 = *strongly agree* using a Likert scale. However, this

study employed a seven-point Likert scale with 1 = *strongly disagree* to 7 = *strongly agree* to ensure consistency across the measures. This scale comprises two items: “Employees are probably proud to say they work at this company” and “I would find this company a prestigious place to work”. The second item was altered, additional words excluded from the scale are indicated in italics: “*As firms in this industry go*, I would find this ~~company~~ a prestigious place to work.” Highhouse, Lievens and Sinar (2003) found a coefficient alpha of .83. Within the current study, scale items were summed and divided by the two scale items to produce the scale score. A coefficient alpha of .81 was reported for the CSR condition. A coefficient alpha of .84 was reported for the neutral condition. A larger scale score indicated greater organisational reputation.

Demographic Information. Demographic information was placed within the last section of the experimental material. This included questions on participants’ gender, age, degree major, number and duration of part-time and full-time jobs, and whether the participant intended on pursuing a career-related job at the end of the year.

Procedure

Participants completed the experiment in classrooms set up with rows of horizontally layed out desks. Before beginning the study, potential participants were read the script pertaining to study involvement (viewable in Appendix A). Subsequently, students were asked by the researcher if they “would (you) like to take part in the study?”. Participants were provided with a pen upon request.

Participants were randomly assigned to an experimental condition (experimental material included order of CSR and neutral advertisements and counterbalancing of following questions). Depending on the course students

participated in, students were provided with either marketing or human resource management related advertisements.

The experiment initially involved participants reading the information sheet and consent form (see Appendix B). Following this, participants examined a recruitment advertisement, rated the scale items (using a 7-point Likert scale) about the first advertisement in their materials, and then completed the same process for the other advertisement. Basic demographic questions were then answered. When complete, the participants deposited the experimental material on the front desk, received their voucher, signed for it and were thanked by the researcher for their participation.

Results

Prior to analysis, data was inspected for missing cases. Examination of the data indicated that data from three participants should be excluded from analysis. Two of the participant's data were excluded due to three or more missing item responses. One participant's data was excluded from the set for major that was unrelated to the recruitment advertisement. Another participant's data was missing only one data point, and the score was replaced with the mean of the data set for that variable. This participant's data was not excluded from the data set.

Overall, 63 percent of applicants were female (39) and 37 were male (23). Additional demographic information is viewable in Table 1 below.

Table 1.

Means, Standard Deviations and Ranges for Participant Demographic.

	Mean	Std. Deviation	Range
Age (years)	22	2.7	19-33
Number of Part-Time Jobs	3.1	1.8	0-9
Years Part-Time	4.4	3.2	0-20
Number of Full-Time Jobs	.68	1.3	0-5
Years Full-Time	1.1	2.8	0-15

A one-way between-subject ANOVA was conducted, which compared organisational attractiveness, job pursuit intentions, willingness to relocate and organisational reputation in the marketing and human resource management conditions. There was not a significant effect for participant condition on organisational attractiveness, job pursuit intentions, willingness to relocate or organisational reputation at the $p < .05$ level for the two conditions of marketing and management (refer to Table 2 below). These results suggest that participant condition does not have an effect on ratings of organisational attractiveness, job pursuit intentions, willingness to relocate and organisational reputation.

Table 2.

Means, Standard Deviations and Sample Sizes for Organisational Attractiveness, Job Pursuit Intentions, Willingness to Relocate and Organisational Reputation by Between-Subjects Experimental Conditions.

	Marketing	Management	<i>F</i> (1, 61)
Organisational Attractiveness			
Mean	5.39	5.39	
Std. Deviation	.65	.67	.000 <i>ns</i>
N	20	42	
Job Pursuit Intentions			
Mean	5.25	5.28	
Std. Deviation	.80	.79	.020 <i>ns</i>
N	20	42	
Willingness to Relocate			
Mean	4.47	4.71	
Std. Deviation	1.43	1.00	.580 <i>ns</i>
N	20	42	
Organisational Reputation			
Mean	5.85	5.65	
Std. Deviation	.79	1.02	.560 <i>ns</i>
N	20	42	

Hypothesis One: Organisational Attractiveness and CSR

In order to test the first hypothesis, means and standard deviations were calculated for the control and CSR conditions for organisational attractiveness (refer to Table 3). A one-way repeated measures ANOVA was conducted, comparing the effect of corporate social responsibility information on organisational attractiveness in between the CSR and neutral conditions ($N = 62$). The Mauchly's test statistic was significant (with a probability value of .0 and Mauchly's $W = 1.00$) indicating that there are significant differences between the variance of differences. The condition of sphericity has not been met.

The Greenhouse-Geisser estimate was then applied and equated to 1.0. This correction indicates that the variances are homogeneous, and therefore, the data is closer to sphericity. Using the Greenhouse-Geisser correction, the mean scores for CSR and neutral conditions were statistically significantly different ($F(1.0, 61) = 10.36, p = .002$).

Inspection of the means shown in Table 3 suggests that the inclusion of CSR information in recruitment advertisements resulted in a higher level of reported organisational attractiveness of the prospective employer than for advertisements excluding CSR information.

Table 3 presents the descriptive statistics by condition for organisational attractiveness, job pursuit intentions, willingness to relocate and organisational reputation.

Table 3.

Means, Standard Deviations and Sample Sizes for Organisational Attractiveness, Job Pursuit Intentions, Willingness to Relocate and Organisational Reputation by Experimental Condition.

	CSR	Neutral
Organisational Attractiveness		
Mean	5.60	5.20
Std. Deviation	0.84	0.95
N	62	62
Job Pursuit Intentions		
Mean	5.27	5.10
Std. Deviation	0.79	0.92
N	62	62
Willingness to Relocate		
Mean	4.84	4.44
Std. Deviation	1.31	1.41
N	62	62
Organisational Reputation		
Mean	5.72	5.02
Std. Deviation	1.00	1.10
N	62	62

Hypothesis Two: Job Pursuit Intentions and CSR

To analyse the second hypothesis, the means and standard deviations for the control and CSR conditions were calculated for job pursuit intentions (refer to Table 3). A one-way repeated measures ANOVA was conducted, comparing the effect of corporate social responsibility information on job pursuit intentions in between the CSR and neutral conditions ($N = 62$). The Mauchly's test statistic was significant (with a probability value of .0 and Machley's $W = 1.00$) indicating that the variance between the differences was significantly different. The condition of sphericity has not been met.

This resulted in the Greenhouse-Geisser estimate being applied, equating to 1.0. This correction indicates that the variances are homogeneous, therefore the data is closer to sphericity. Using the Greenhouse-Geisser correction, the mean scores for CSR and neutral conditions were not significantly different ($F(1.0, 61) = 1.12, p = .295$). Therefore, the inclusion of CSR information in an organisation's recruitment advertisements did not have a significant effect on the ratings of job pursuit intentions in comparison to advertisements excluding CSR information.

Hypothesis Three: Willingness to Relocate and CSR

In order to analyse the third hypothesis, the means and standard deviations for both the control and CSR condition for willingness to relocate were calculated. A one-way repeated measures ANOVA was conducted, comparing the effect of corporate social responsibility information on willingness to relocate in both CSR and neutral conditions ($N = 62$). The Mauchly's test statistic was significant (with a probability value of .0 and Machley's $W = 1.00$) indicating that there are significant differences between the variance of differences. The condition of sphericity has not been met.

A Greenhouse-Geisser estimate was applied and equated to 1.0. The correction indicates that the variances are homogeneous, therefore the data is closer to sphericity. Using the Greenhouse-Geisser correction, the mean scores for CSR and neutral conditions were statistically significantly different ($F(1.0, 61) = 4.85, p = .032$).

Inspection of the means shown in Table 3 suggest that inclusion of CSR information in recruitment advertisements resulted in higher ratings of participants' willingness to relocate for the job at the organisation than advertisements excluding CSR information.

Hypothesis Four: Perceptions of Organisational Reputation and CSR

In order to analyse the fourth hypothesis, the means and standard deviations were calculated for the two conditions for organisational reputation (refer to Table 3). A one-way repeated measures ANOVA was conducted, comparing the effect of corporate social responsibility information (in recruitment advertisements) on organisational reputation in both CSR and neutral conditions ($N = 62$). Mauchly's test statistic was significant (with a probability value of .0 and Mauchly's $W = 1.00$). This indicates that there are significant differences between the condition of CSR and neutral information in recruitment adverts. The condition of sphericity has not been met.

A Greenhouse-Geisser estimate was applied, equating to 1.0. This correction indicates that the variances are homogeneous, therefore, the data is closer to sphericity. Using the Greenhouse-Geisser correction, the mean scores for CSR and neutral conditions were statistically significantly different ($F(1.0, 61) = 17.86, p = .00$).

There was a significant difference between the scores for CSR and neutral conditions, suggesting that the inclusion of CSR information in recruitment advertisements resulted in higher levels of reported perceptions of organisational reputation of the prospective employer.

Discussion

The aim of this study was to investigate the effects of CSR information in recruitment advertisements on job seeker attraction. The research looked into whether inclusion of CSR information in a recruitment advertisement can affect (1) the ratings of organisational attractiveness, (2) job pursuit intentions, (3) willingness to relocate and (4) organisational reputation. Two conditions were developed to test the hypotheses. These were neutral (control) and inclusion of CSR information. Information on the conditions was included in job advertisements.

Hypothesis One: Organisational Attractiveness and CSR

The first hypothesis states that ‘Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence organisational attractiveness’. A one-way repeated measures ANOVA was utilised to test the hypothesis, yielding significant results. The results aligned with the hypothesis; when an organisation includes CSR information in a recruitment advertisement, job seekers’ perceived organisational attractiveness will become enhanced. Signalling theory, social identity theory and person-organisation fit could explain this outcome. Findings of this study coincide with the empirical work of Turban and Greening (1997), and Greening and Turban (2000), where a positive relationship was identified between organisational attractiveness and CSR. The current study adds further experimental evidence of the link between inclusion of CSR information and ratings of

organisational attractiveness. The current study follows Jones, Willness and Madey (2014), who offered the first experimental evidence of this effect.

Hypothesis Two: Job Pursuit Intentions and CSR

Hypothesis two states that 'Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence job pursuit intentions.' Data was analysed using a one-way repeated measures ANOVA. The mean differences between the neutral and CSR conditions trended in the anticipated direction, but were not significantly different. The null hypothesis was not discarded as results were non-significant, meaning that the hypothesis was unsupported. Job seekers are therefore no more likely to be inclined to pursue an organisation that includes CSR information in the job advertisement than one without it. These findings are in contrast with Turban and Greening's (1996) and Greening and Turban (2000) who identified an organisation's corporate social performance as being associated with prospective applicants' greater likelihood of pursuing a job opportunity. This hypothesis followed on from Aiman-Smith, Bauer and Cable's (2001) request for future research to examine if there was any difference between outcomes related to JPI and organisational attractiveness. These findings provide specification and clarity between these two variables, which was lacking in prior research. The current findings indicate that CSR information may not lead to increased job pursuit intentions to the extent initially signalled by prior research. The hypothesis was developed around the weight of prior research findings. Given the large extent of the evidence, the prediction is that JPI would have an impact. However, one study by Aiman-Smith, Bauer and Cable (2001) suggests that different forms of compensation are predictive of a job seeker's ratings towards an organisation. Concerning organisational attractiveness, job seekers rated CSR initiatives more highly than

layoff policy and pay. In contrast, JPI ratings were more strongly influenced by salary.

Hypothesis Three: Willingness to Relocate and CSR

The third hypothesis states that 'Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence job seekers willingness to relocate'. A one-way repeated measures ANOVA was employed to test this hypothesis. Results were statistically significant, generating support for hypothesis 3. This finding suggests that when an organisation includes CSR information in a recruitment advertisement, job seekers will be more willing to relocate to a different city for the position.

While theory to date relating to the link between CSR and willingness to relocate is limited, the current study proposes that social identity theory, signalling theory and person-organisation fit are in alignment with this finding. These theories demonstrate the benefits gained from including CSR information in job advertisements and from membership with the organisation. Job seekers would be more willing to relocate if they believe that other benefits (facilitated by signalling theory) outweigh the losses incurred from relocating (including moving cities). Other benefits may include enhanced self-concept (Tajfel, 1982) and alignment of goals and values with the organisation (Cheney, 1983). There is a paucity of current research examining the link between CSR information and willingness to relocate. These conclusions build on the work of Brett and Werbel (1980) by supporting the notion that the degree to which an employee identifies with their organisation will increase openness to relocation opportunities.

Hypothesis Fourth: Perceptions of Organisational Reputation and CSR

Hypothesis four states that ‘Inclusion of corporate social responsibility information in a recruitment advertisement will positively influence organisational reputation’. Significant results were determined through utilisation of a one-way repeated measures ANOVA to test the hypothesis. When an organisation includes CSR information in a recruitment advertisement, higher ratings of job seekers’ perceptions of organisational reputation would be expected. This significant finding may be attributed to social identity theory and person organisation fit. Our findings are in agreement with Turban and Greening (1996), and Cable and Turban’s (2003) findings which showed that CSR information increased job seekers’ perceptions of organisational reputation. These findings strengthen the argument that CSR information in recruitment advertisements enhance perceptions of organisational reputation. Job seekers’ positive perceptions of an organisation’s reputation, resulting from inclusion of CSR material in job advertisements is linked to an increased quantity of applicants applying to the organisation (Cable & Turban, 2001; Fombrun, 1996; Fombrun & Shanley, 1990).

Limitations of the Study

Sample. Due to participants being such a specific group (third year students, studying management or marketing at University of Canterbury), the generalisability and external validity of the findings may be somewhat limited. The sample had considerably more female participants than males. While this group was reflective of future job seekers (who organisations wish to target), the generalisability of findings may be somewhat restricted. A repeated-measures design controls all demographic information. Although the main effect is not due to gender, the generalisability of results is limited. It has been noted that females may place greater value on CSR

initiatives. Historically, females have been prevented from fully participating in the workforce as a result of barriers to entry and career advancement. CSR material (mainly societal) may signal a more supporting organisational environment (Backhaus, Stone & Heiner, 2002). Overall, Backhaus, Stone and Heiner, (2002) reported that females had a higher regard for the CSR information of organisations than males. However, they were less likely to claim that they would pursue the job (Aiman-Smith, Bauer & Cable, 2001). As a result of these findings, the size of the mean for a population predominantly made up of males would result in a lower mean for organisational attractiveness, although not to the same extent for job pursuit intentions. Gender of the students is indicative of the make up of the marketing and management job seekers within coming years. Study participants will reflect these demographic characteristic as they will be the upcoming job seekers within the management and marketing fields.

Participants were selected from specific majors intending on pursuing a career related major, within either human resource management or marketing. A varied quantity of participants from other majors would have added another challenge, as advertisements used within the experiment were tailored to participants intending on pursuing a career related to their respective major. Advertisements within the experimental material had to be consistent among different majors. Therefore, courses had to have a crossover regarding the skills participants gained through their degree (in order for these skills to be included in the advertisement viewed by participants, enabling them to consider themselves suitable for the position). During the design process, consideration was given to ensuring that results would be relevant to current organisational needs. Professional positions with industry skills are prioritised as important by organisations; the job advertisements included in experimental material

were for professional positions. Hiring costs associated with recruiting employees in professional fields can reach up to 18 months of pay (in contrast to US\$10,000 for entry level positions) (Hay Group, cited in Lavelle, 2003). Talent shortages were anticipated in both marketing and human resources/talent professions (with 56 percent for each industry of surveyed participants rating a moderate or significant talent shortage) in the APAC region by business executives (Deloitte, 2012). Therefore, this sample demographic is justified.

Applicability of findings could also be linked to work tenure. Numerous work attitudes and ethical perceptions are affected by an individual's work tenure (Valentine & Fleishman, 2008). Potential employees with more work experience were linked with increased ratings of organisational attractiveness (Aiman-Smith, Bauer & Cable, 2001). Therefore, a pool of job applicants with a higher mean work tenure than the mean of this study would be related to higher ratings of organisational attractiveness (and vice versa). In contrast, the level of work experience negatively predicted job pursuit intentions (Aiman-Smith, Bauer & Cable, 2001). Therefore the greater the mean of this variable (work tenure), the more prominent the negative link to job pursuit intentions.

Findings can be generalised due to the sample consisting of young adults. Although the age range is restricted, numerous large organisations invest considerable resources in recruiting university graduates. Efforts are evident in their recruitment initiatives on campuses through to recruiter placements at career days and university career websites (Rynes & Boudreau, 1986). University educated individuals are also considered to be attractive potential employees (Lis, 2012). As Albinger and Freeman (2000) alluded, this population is likely to be well versed in examining recruitment advertisements, case studies and other related information from various organisations.

This age group, in this period of time, is likely to be largely made up of the Generation Y cohort. This group consists of the largest generation of potential job seekers. Hence, it is worth considering how organisations should tailor their recruitment campaigns to this demographic (Twenge, 2010). Aiman-Smith, Bauer and Cable (2001) determined that age negatively predicts organisational attractiveness. Based on Aiman-Smith, Bauer and Cable's (2001) findings, it may be worth noting that for a sample of older job seekers, the mean for this variable may be lower than that of younger job seekers. The outcome of conditions would, however, stay the same.

Controlled experiment. A controlled experiment was used to source the data. As a result, concerns over the study's ecological validity could be raised. These issues may extend to the procedure, the time frame that the research was carried out and experimental setting controlled for when generalising findings to the real world setting (Brewer, 2000). Because these factors were controlled for, it poses difficulties for replication of the study in real life due to challenges in accounting for variables used in the experiment. The study is purely experimental; extending findings to the real world setting has been linked to low external validity (Tebes, 2000).

The experiment was conducted in a setting contrasting to that in which job seekers would view and consider advertisements. In the experiment, participants viewed and completed it in the presence of colleagues in a classroom setting. In reality, job seekers would likely exhibit autonomy when viewing job advertisements. They would probably personally seek out such information using various means for employment opportunities (including via online job websites, newspapers and networks). In this context, they were only presented with job information in the form of two newspaper advertisements to consider and examine.

Another limitation of the study was that the advertisement viewed by participants was slightly longer than the advertisement excluding CSR information. Although the advertisements were not the same length, the advertisements used in this study would likely be reflective of the real world setting. Participants in the experiment were also responding to questions for jobs which they did not truly apply for. In reality, job seekers would make judgements about a job based on whether they would genuinely intend on pursuing it. These limitations are difficult to counteract without compromising or invalidating the findings. However, Chapman et al. (2005) determined that laboratory-based findings can be particularly valuable in the field of recruitment. The experimental design of the study allows a cause-and-effect relationship to be examined between inclusion (and exclusion) of CSR information in relation to organisational attractiveness, JPI, willingness to relocate and organisational reputation perceptions. The design also offers high internal validity, controlling for confounding variables (Still, 2011).

Implications and Recommendations for Future Research

The current study produced numerous significant findings. These are valuable for both the advancement of the academic field of CSR and job seeker attraction, as well as for the development of organisational HRM objectives. Overall, results suggest that inclusion of CSR information in a recruitment advertisement will lead to higher ratings of job seekers' perceptions of organisational attractiveness, increase willingness to relocate and enhance organisational reputation than job advertisements which exclude CSR information. In contrast, the effect of CSR information in comparison to one that excludes CSR information in recruitment advertisement ratings for JPI was non-significant.

Additional research should be conducted on the impact of CSR information on JPI. Past studies have suggested a link between positive perceptions of JPI with the inclusion of CSR information in advertisements (Bauer & Aiman-Smith, 1996; Turban & Greening, 1996; 2000). However, Aiman-Smith, Bauer and Cable (2001) called for further research to examine if JPI and organisational attractiveness yield different outcomes as they have often been considered closely linked. The current study produced a non-significant finding for the effect of CSR information in recruitment advertisements on JPI. Therefore further studies should examine the relationship between these two variables.

This research is one of the first to explore job seekers' willingness to relocate as a result of an organisation's inclusion of CSR information in job advertisements. This contribution is valuable as it has the capacity to increase the recruitment applicant pool size, due to an increase in the number of employees willing to overcome physical distance to pursue employment with the company (Pinder, 1989). Future research should focus on the development of scales for 'willingness to relocate' specifically related to job seekers not currently employed by the organisation. To date, such a scale does not exist.

Limited research exists on the relation between CSR and specific individual characteristics (Turban & Greening, 1997; Albinger & Freeman, 2000). Future research should pursue personal characteristics of applicants attracted to CSR information. Factors could include awareness of personality characteristics (such as conscientiousness), education level, community engagement and university grade point averages. By determining individual factors linking to an attraction of CSR information, organisations can gain a deeper understanding of the type of applicants

they are attracting, allowing them to moderate or alter their approach when recruiting for a particular position within an organisation and industry.

Experimentally based research on job advertisements and the type of CSR initiative (CSP dimension) should be examined to determine which dimensions are most highly regarded by job seekers. To date, job seekers ratings of the different CSP dimensions in relation to organisational attractiveness is varied (Evans & Davis, 2011). Research could also compare ratings for each dimension across industries and individual characteristics. Findings would guide organisations in the types of organisational initiatives they should invest in and adopt to attract job seekers to the organisation. These findings would enhance the effectiveness of organisational efforts, with financial investment in such CSR initiatives yielding the greatest outcomes.

Results of the study suggest that by incorporating CSR material in job advertisements, organisations can position themselves as a top competitor for talent sourcing. The inclusion of CSR information in job advertisements is an inexpensive recruitment tool which is untapped by many organisations. The financial costs associated with recruitment are considerable, so it is vital that a suitable applicant is recruited (Fombrun & Shanley, 1990). Including CSR information in advertisements can improve the chances of a suitable candidate applying to the organisation. For successful recruitment practices, a sufficient quantity of applicants need to be attracted to the organisation (Breaugh & Starke, 2000). CSR information can increase the talent pool, offering an organisation a competitive advantage in the 'war for talent'. While this finding is valuable, the value of these findings would be undermined if conclusions within the academic field were not adopted and applied in practice (Ployhart, 2006).

Concluding Remarks

Study findings determined that inclusion of CSR information in a recruitment advertisement will increase job seekers' perceptions of organisational attractiveness, job seekers' willingness to relocate and perceptions of organisational reputation. Corporate social responsibility information in job advertisements did not prove to be significant for increasing job pursuit intentions.

These findings are important because recruitment is an underexamined field that has considerable implications for organisations. Findings also suggest that organisations can benefit from investment in CSR initiatives. Recently, the practice of inclusion of corporate social responsibility in recruitment advertising material has been recognised within the field of academia. This study offers evidence to reinforce past study findings and offers suggestions for future study progression.

Organisations currently investing in CSR initiatives are encouraged to take advantage of the benefits of informing job seekers of the organisations efforts. This practice is inexpensive and can enhance the pool of job applicants, raising source yield. Organisations not currently adopting CSR in their recruitment practices should consider it a worthwhile investment, as an organisation's survival is contingent on effective recruitment practices. Ultimately, the inclusion of CSR information in recruitment advertising can give organisations a competitive advantage.

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Appendices**Appendix A - Script****Participants Required for Masters Study**

- My name is Alex Batt, a Master of Applied Psychology student, completing my dissertation.
- I am conducting a study on recruitment advertising. Participation requires reading two different job adverts, and completing some questions.
- A limited number of participants are required.
- Criteria for participation:
 - students intending on graduating this year
 - looking to pursue employment in their related field within the next year
 - Have not completed this during another class
- Completion time is approximately 10-15 minutes.
- Following completion of the experimental material, a \$10 Westfield voucher will be provided as compensation for your time.
- Apologies for any information stated here being repeated in experimental material.
- Following completion of all pages, please come to the front desk. In exchange for your paper, I'll provide you with your voucher and get you to sign off for the voucher.
- For those interested in participating, I'll come by each desk and ask if you'd like to participate and experimental material will be distributed to you.

Appendix B – Information Sheet and Consent Form

Telephone: +64 03 3642987 ext 7187

Email: alex.batt@pg.canterbury.ac.nz

**Information Sheet for Study Participants**

The individual conducting the research is Alex Batt, a Masters in Applied Psychology student conducting her dissertation on the effects of recruitment advertising on job seekers. This project is being carried out as a requirement of the degree.

The research involves the examination of recruitment advertisements and a questionnaire related to each advert. The estimated completion time is approximately 15 minutes.

You may receive a copy of the project results by contacting the researcher at the conclusion of the study.

Participation is voluntary and you have the right to withdraw at any stage without penalty before final completion of the experiment.

The results of the project can be published, but you can be assured of the complete confidentiality of data gathered in this investigation; your identity will not be made public. To ensure anonymity and confidentiality all data and individual results cannot be traced back to the person. Alex and her supervisors Associate Professor Chris Burt and Dr Joana Kuntz will be the only people with access to the data. Chris Burt can be contacted at christopher.burt@canterbury.ac.nz. He will be pleased to discuss any concerns you may have about participation in the project. Data will be securely stored on a password protected computer. Data will be destroyed after five years following dissertation completion. A dissertation is a public document and will be available through the UC library.

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee, and participants should address any complaints to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz).

By beginning this study, I agree to participate in this research project.

Consent Form for Participants

I have been given a full explanation of this project and have had the opportunity to ask questions.

I understand what is required of me if I agree to take part in the research.

I understand that participation is voluntary and I may withdraw at any time without penalty. Withdrawal of participation will also include the withdrawal of any information I have provided should this remain practically achievable.

I understand that any information or opinions I provide will be kept confidential to the researcher and that any published or reported results will not identify the participants or the Canterbury University.

I understand that a dissertation is a public document and will be available through the UC Library.

I understand that all data collected for the study will be kept in locked and secure facilities and/or in password protected electronic form and will be destroyed after five years.

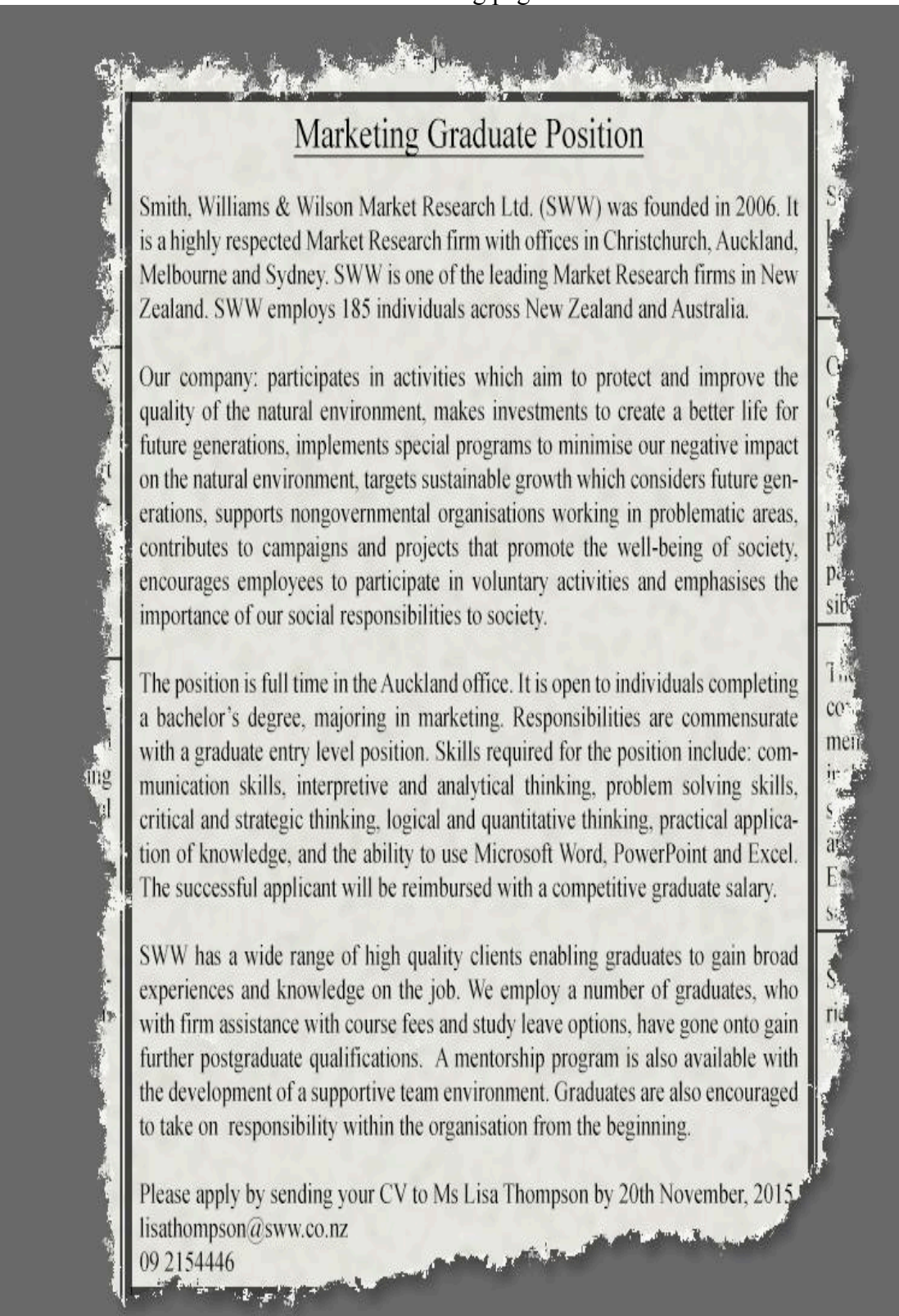
I understand that I am able to receive a report on the findings of the study by contacting the researcher at the conclusion of the project.

I understand that I can contact the researcher Alex Batt (alex.batt@pg.canterbury.ac.nz) or supervisor Chris Burt (christopher.burt@canterbury.ac.nz) for further information. If I have any complaints, I can contact the Chair of the University of Canterbury Human Ethics Committee, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz).

By beginning this study, I agree to participate in this research project.

Appendix C - Marketing Advertisements (Including Previous Page)

Please read the newspaper advertisement below. Then answer the questions listed on the following pages.



Marketing Graduate Position

Smith, Williams & Wilson Market Research Ltd. (SWW) was founded in 2006. It is a highly respected Market Research firm with offices in Christchurch, Auckland, Melbourne and Sydney. SWW is one of the leading Market Research firms in New Zealand. SWW employs 185 individuals across New Zealand and Australia.

Our company: participates in activities which aim to protect and improve the quality of the natural environment, makes investments to create a better life for future generations, implements special programs to minimise our negative impact on the natural environment, targets sustainable growth which considers future generations, supports nongovernmental organisations working in problematic areas, contributes to campaigns and projects that promote the well-being of society, encourages employees to participate in voluntary activities and emphasises the importance of our social responsibilities to society.

The position is full time in the Auckland office. It is open to individuals completing a bachelor's degree, majoring in marketing. Responsibilities are commensurate with a graduate entry level position. Skills required for the position include: communication skills, interpretive and analytical thinking, problem solving skills, critical and strategic thinking, logical and quantitative thinking, practical application of knowledge, and the ability to use Microsoft Word, PowerPoint and Excel. The successful applicant will be reimbursed with a competitive graduate salary.

SWW has a wide range of high quality clients enabling graduates to gain broad experiences and knowledge on the job. We employ a number of graduates, who with firm assistance with course fees and study leave options, have gone onto gain further postgraduate qualifications. A mentorship program is also available with the development of a supportive team environment. Graduates are also encouraged to take on responsibility within the organisation from the beginning.

Please apply by sending your CV to Ms Lisa Thompson by 20th November, 2015
lisathompson@sww.co.nz
09 2154446

Please read the newspaper advertisement below. Then answer the questions listed on the following pages.

Marketing Graduate Position

Jones, Taylor & Brown Market Research Ltd. (JTB) was founded in 2006. It is a highly respected Market Research firm with offices in Christchurch, Auckland, Melbourne and Sydney. JTB is one of the leading Market Research firms in New Zealand. JTB employs 185 individuals across New Zealand and Australia.

The position is full time in the Auckland office. It is open to individuals completing a bachelor's degree, majoring in marketing. Responsibilities are commensurate with a graduate entry level position. Skills required for the position include: communication skills, interpretive and analytical thinking, problem solving skills, critical and strategic thinking, logical and quantitative thinking, practical application of knowledge, and the ability to use Microsoft Word, PowerPoint and Excel. The successful applicant will be reimbursed with a competitive graduate salary.

JTB has a wide range of high quality clients enabling graduates to gain broad experiences and knowledge on the job. We employ a number of graduates, who with firm assistance with course fees and study leave options, have gone onto gain further postgraduate qualifications. A mentorship program is also available with the development of a supportive team environment. Graduates are also encouraged to take on responsibility within the organisation from the beginning.

Please apply by sending your CV to Ms Sarah Anderson by 20th November, 2015
sarahanderson@jtb.co.nz
09 9185554

Appendix D - Management Advertisements (Including Previous Page)

Please read the newspaper advertisement below. Then answer the questions listed on the following pages.

experiences and knowledge on the job. we employ a number of graduates, who

Human Resource Management Graduate Position

Smith, Williams & Wilson Human Resource Management Ltd. (SWW) was founded in 2006. It is a highly respected Human Resource Management firm with offices in Christchurch, Auckland, Melbourne and Sydney. SWW is one of the leading HR consultancy firms in New Zealand. SWW employs 185 individuals across New Zealand and Australia.

Our company: participates in activities which aim to protect and improve the quality of the natural environment, makes investments to create a better life for future generations, implements special programs to minimise our negative impact on the natural environment, targets sustainable growth which considers future generations, supports nongovernmental organisations working in problematic areas, contributes to campaigns and projects that promote the well-being of society, encourages employees to participate in voluntary activities and emphasises the importance of our social responsibilities to society.

The position is full time in the Auckland office. It is open to individuals completing a bachelor's degree, majoring in human resource management. Responsibilities are commensurate with a graduate entry level position. Skills required for the position include: communication skills, interpretive and analytical thinking, problem solving skills, critical and strategic thinking, logical and quantitative thinking, practical application of knowledge, and the ability to use Microsoft Word, PowerPoint and Excel. The successful applicant will be reimbursed with a competitive graduate salary.

SWW has a wide range of high quality clients enabling graduates to gain broad experiences and knowledge on the job. We employ a number of graduates, who with firm assistance with course fees and study leave options, have gone on to gain further postgraduate qualifications. A mentorship program is also available with the development of a supportive team environment. Graduates are also encouraged to take on responsibility within the organisation from the beginning.

Please apply by sending your CV to Ms Lisa Thompson by 20th November, 2015
lisathompson@sww.co.nz
09 2154446

SWW
rienc

Please read the newspaper advertisement below, and then answer the questions listed on the following pages.

Human Resource Management Graduate Position

Jones, Taylor & Brown Human Resource Management Ltd. (JTB) was founded in 2006. It is a highly respected Human Resource Management firm with offices in Christchurch, Auckland, Melbourne and Sydney. JTB is one of the leading Human Resource Management firms in New Zealand. JTB employs 185 individuals across New Zealand and Australia.

The position is full time in the Auckland office. It is open to individuals completing a bachelor's degree, majoring in human resource management. Responsibilities are commensurate with a graduate entry level position. Skills required for the position include: communication skills, interpretive and analytical thinking, problem solving skills, critical and strategic thinking, logical and quantitative thinking, practical application of knowledge, and the ability to use Microsoft Word, PowerPoint and Excel. The successful applicant will be reimbursed with a competitive graduate salary.

JTB has a wide range of high quality clients enabling graduates to gain broad experiences and knowledge on the job. We employ a number of graduates, who with firm assistance with course fees and study leave options, have gone onto gain further postgraduate qualifications. A mentorship program is also available with the development of a supportive team environment. Graduates are also encouraged to take on responsibility within the organisation from the beginning.

Please apply by sending your CV to Ms Sarah Anderson by 20th November, 2015
sarahanderson@jtb.co.nz
09 9185554

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Appendix E - Questions Related to Advertisements

These statements are about the job advertisement you just examined. For each statement, please rate to what extent you disagree or agree by circling the corresponding number.

	Strongly Disagree	Disagree	Disagree Somewhat	Neither Agree or Disagree	Agree Somewhat	Agree	Strongly Agree
This would be a good company to work for	1	2	3	4	5	6	7
I would want a company like this in my community	1	2	3	4	5	6	7
I would like to work for this company	1	2	3	4	5	6	7
This company cares about its employees	1	2	3	4	5	6	7
I find this to be a very attractive company	1	2	3	4	5	6	7

These statements are about the job advertisement you just examined. For each statement, please rate to what extent you disagree or agree by circling the corresponding number.

	Strongly Disagree	Disagree	Disagree Somewhat	Neither Agree or Disagree	Agree Somewhat	Agree	Strongly Agree
I would accept a job offer from this company	1	2	3	4	5	6	7
I would request more information about this company	1	2	3	4	5	6	7
If this company visited campus I would want to speak with a representative	1	2	3	4	5	6	7
I would attempt to gain an interview with this company	1	2	3	4	5	6	7
If this company was at a job fair I would seek out their booth	1	2	3	4	5	6	7

These statements are about the job advertisement you just examined. For each statement, please rate to what extent you disagree or agree by circling the corresponding number.

	Strongly Disagree	Disagree	Disagree Somewhat	Neither Agree or Disagree	Agree Somewhat	Agree	Strongly Agree
If offered this job I would move	1	2	3	4	5	6	7
I would not be willing to move for this job	1	2	3	4	5	6	7
Employees are probably proud to say they work at this company	1	2	3	4	5	6	7
As firms in this industry go, I would find this to be a prestigious place to work	1	2	3	4	5	6	7

Appendix F – Demographic Questions from Experimental Material**Demographic Questions**

Please answer the following questions about yourself.

Gender:

- ☐ Male
☐ Female

How old are you? _____

What is/are your current Major(s)? _____

How many part-time jobs have you had in your lifetime? _____

How many years have you worked part-time? _____

How many full-time jobs have you had in your lifetime? _____

How many years have you worked full-time? _____

Do you intend on pursuing a career related job at the end of the year?

Please note that “career related job” means a job related to your major.

- ☐ Yes
☐ No